DEPLOYED FORCES SUPPORT

MWR Program Standards and Metrics

June 2006

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DEPLOYED FORCES SUPPORT PROGRAM STANDARDS AND METRICS

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DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS

INTRODUCTION

About Program Standards and Metrics

MWR STANDARDS AND METRICS

This Morale Welfare and Recreation Program (MWR) Standards and Metrics document provides the overall program standards and metrics for this program developed by Commander Navy Installations Command (CNIC) to meet the Navy-wide requirement to develop measurements for all Navy programs funded with Base Operating Support (BOS) dollars.

The desired outcome of the initiative is to help Navy senior leadership make funding justifications, choices, and decisions.

The following goals will be achieved by applying program standards and metrics for this MWR program.

1. Establish Navy-wide standards or reference points in the areas of service delivery, cost, and efficiencies and establish metrics to measure how individual programs, regions, and Navy MWR overall is doing in relation to these standards.

2. Show how MWR is linked to Navy readiness, retention, and mission and answer the following questions all competitors for APF funding must answer:

   • "Why is the MWR program important to the Navy?" and,

   • "What do we lose in the way of readiness, retention, or mission accomplishment if the MWR program is partially funded or not funded adequately?"

3. Starting with POM-08, use program standards and metrics to build MWR's funding requirements for each POM and PR cycle; i.e., to calculate how much APF MWR funding is required as part of the Navy's Planning, Programming, Budgeting and Execution System (PPBES) under CNIC. (This is the process every APF competitor must use to justify program needs.)

4. Identify program priorities. (e.g., what is funded first? What is funded last? What is funded fully? What is funded partially? and, Why?)

5. Identify and employ standard data collection systems and applications to examine and assess the standards and metrics for each identified MWR program.

6. Ensure the program standards and metrics data can be used by anyone to determine (compare) how similar programs are doing within CNI and the regions and throughout Navy MWR.

7. Identify efficiencies and best practices that can be shared and/or duplicated within CNI and the regions and throughout Navy MWR.

All MWR Standards and Metrics documents are organized into the following sections:

- Table of contents
- Section I
  - ○ Measurement 1 - Personnel
  - ○ Measurement 2 - Facilities
  - ○ Measurement 3 - Programs
  - ○ Measurement 4 - Equipment
  - ○ Measurement 5 - Administration
- Section II - Customer Satisfaction
- Section III - Scoring

MWR Standards and Metrics documents have been developed for Overhead and the following sub-functions and activities as developed with IMAP (Installation Management Accounting Project) 2005 under CNI:

SUB-FUNCTION	PROGRAMS
Category A	Fitness
	Liberty
	Library
	Deployed Forces Support
	Free/Isolated Motion Picture Program

SUB-FUNCTION	**PROGRAMS**
Category B	ITT
	Outdoor Recreation
	Auto Skills
	Category B Bowling

The standards were developed by IPTs (Integrated Process Teams) comprised of various groups of MWR program experts from the installation, region and CNIC levels. The IPTs have been instrumental in defining enterprise-wide requirements (based on outputs), metrics, and the development of Performance Models specific to these programs. These requirements are the key predicates of the models in addition to the IPT developed Navy-wide standards and associated performance metrics that enable us to measure core business area functional/sub-functional performance against the established standard(s).

PROGRAM DATA CALL (PDC)

Key to assessing core business area performance is the periodic collection and evaluation of installation performance data across the enterprise. The PDC is web-based. Questionnaires are created for each functional area by the IPTs. The scoring of the questionnaire incorporates necessary links to an associated Objective Matrix (OM). Summaries are available at the installation, region, and enterprise levels.

The process for determining, validating, and measuring capability level performance for each business function is as follows:

1. Develop metrics, weights, COL levels, and scoring schema.

2. Create questionnaire to measure functional area performance:
    - Collect data that aligns with established standards/metrics.
    - Collect quantifiable, priceable, and statistically meaningful data.

3. Conduct Navy-wide data call:
    - Installation completes its questionnaire;
    - Regional Program Directors will review and validate the respective answers;
    - Regional Business Manager validates the information, and submits final product to CNIC.

4. Analyze the data results:

    - Scores are determined by the associated OM (automatically processed by IT system).

    - CNIC Program Directors through their IPTs also review and validate the PDC inputs to help ensure identification of errors for correction, and to analyze results.

    - Anomalies are investigated/resolved by the Headquarters Program Directors (HPDs) and their IPTs before finalization of the PDC and use, e.g., in the annual Stockholders' Report.

After HPD and IPT final review and validation, the scores are then published in the Annual Stockholders' Report. Others use scores within CNIC at HQ, region, installation as well as IPT levels to help assess program performance and improvement.

The results of the Performance Data Call are utilized to assess the prior fiscal year (or designated period) support and service provided as compared to the programmed funding and actual execution of such funds. Through analysis of the data, the change in require-ment to increase or decrease service output by adjusting the driver-metric(s) can be determined for a given functional area.

COMMON OUTPUT LEVEL STANDARDS (COLS)

Common Output Levels: A four level system for describing Navy's delivery of Shore Services and Support services. Specific COL Standards for individual business areas are developed by subject matter experts on IPTs and provide support to the CNIC's Program Directors (PDs). Approved COL descriptor language is updated as specified by the CNI Business Management Office. The term "Capability Level" (CL) was used by Navy prior to 2005 but transitioned to Common Output Level (COL) Standards as a preparatory step to better align with OSD efforts to develop DoD-wide output standards for installations support. COL Standards is the terminology that will be used for the tiered output standards being developed by OSD and modeled after the Navy's CLs.

Common Output Level (COL) Standards are a cornerstone of CNIC and OPNAV's ability to program, budget and execute in a consistent/logical manner. In a world of finite resources, CNI and OPNAV N46 collaboratively developed the COL concept over a period of several years. Prior to FY2004, COL Standards were referred to as Service Levels (SLs). Our original SLs and current COL Standards provide capability and cost

options to Navy and DoD leadership for decision making in programming and budgeting. Robust/defendable COL Standards are critical to CNIC successfully managing the Navy's shore enterprise. COL Standards are program centric and "standard" across all regions. It is imperative that COL Standards are distinct options that are priceable, measurable, output-oriented and viable.

A well-defined family of COL Standards (COL1-4) is a powerful tool that are used by the PDs for consistency in planning, programming, budgeting and execution. COL Standards offer options for decision making in funding process, provide customers with realistic expectations of service delivery, and provide objective performance metrics to manage the program during execution. Defined COL Standards assist greatly with tracking and communication of performance and with the identification of resource requirements.

COL Standards are supported by numerous performance metrics (such as the ones described in this booklet) that are consistent with, but more detailed than, the COL Standards themselves. These supporting performance metrics are cataloged in a specialized weighted spreadsheet called an "Objective Matrix "(OM). COL Standards have been written for MWR and they are as follows:

COL 1:

All afloat and ashore Core and Non-Core MWR programs are provided in full compliance with Navy standards (personnel, equipment, facilities, programs and administrative requirements), meeting 100% of authorized cost per DODI 1015.15, and at no cost to authorized users across all Required Operational Capabilities (ROCs) 1-4.

COL 2:

All afloat and ashore Core MWR programs are provided in compliance with Navy standards (personnel, equipment, facilities, programs and administrative requirements) across all Required Operational Capabilities (ROCs) 1-4. Non-Core programs are partially sustained by non-appropriated funds (includes user fees). Category A and B programs are within the DoD funding standards per DODI 1015.15. APF recapitalization is partially deferred.

COL 3:

All afloat and ashore Core MWR programs are provided in compliance with Navy standards (personnel, equipment, facilities, programs and administrative requirements) across all Required Operational Capabilities (ROCs) 1-4. Core and Non-Core programs are partially sustained by non-appropriated funds (includes user fees). Reduced program scope across all non-core programs. Category A programs are within the DoD funding standard per DODI 1015.15, while Category B programs do not meet the minimum DODI standards.

COL 4:

All afloat MWR programs are provided in compliance with Navy standards (personnel, equipment, facilities, programs and administrative requirements) in ROC 1. Ashore Core and Non-Core programs are sustained by non-appropriated funds (includes user fees). Reduced program scope across all programs. Category A programs are outside of the DoD funding standard per DODI 1015.15, while Category B programs do not meet the minimum DODI standards.

Core Programs (Deployed): Fitness, Deployed Forces Support, MOPIX/LMRC, Armed Forces Entertainment

Core Programs (Ashore): Fitness, Liberty, Library/Resource Center, ITT, Armed Force Entertainment (OCONUS-Foreign flagged), Parks and Picnics

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Objective Matrix (OM)

The OM and the Analytical Hierarchy Process (AHP) provide an objective way of measuring, or quantifying seemingly dissimilar objects and services; illustrating weighted standards and defining associated Common Output Levels.

The overall quality index is computed through the development of criteria weighting factors and an overall scoring scheme. While minimum quality standards are assigned to each individual metric, the quality index serves as an overall indicator of program health and defines the overall capability output.

The following outlines the Objectives Matrix approach through a series of steps that piece together the process of quantifying the readiness condition. This methodology concisely arrives at a single index that indicates the overall readiness of a particular functional or sub functional area.

1. The first step is to decide on the key process areas (areas where effective performance is critical to achieve the organization's mission and to satisfy customer) for each functional area. In MWR's case, those areas are personnel, facilities, programming, equipment and administration.

2. An OM scoring sheet is created for each level of the key process areas, (e.g. function, sub-function, component, sub-component, etc.). At each level the key process areas are weighted against each other in terms of relative importance. The Analytical Hierarchy Process (AHP) was utilized by the MWR IPTs to determine the relative weighting of the key functional areas determined in step 1 above.

3. The scoring table, which equates specific measures to a score between 0 - 10, is populated via performance standards. The Performance Data Call is the tool used to collect installation performance metrics information.

4. The scoring sheet is prepared for assessing readiness. The score sheet values associated with the performance are circled on the scoring sheet, and their corresponding score is annotated at the bottom of the sheet.

5. Beginning at the lowest level of the key process areas, the scores are multiplied by their respective weights and summed to compute the overall readiness index.

6. The overall readiness index is compared to the scoring scale and equated to a COL1 - COL4 value.

The Objectives Matrix provides an objective methodology to convert complex interrelationship of performance across a myriad of sub-functions, elements and tasks within a function into an objective output rating relating to the Functional COL options used in program decision making. Describe the linkage between Cost and Readiness by answering the question: "What do we get for our money?"

More specific information on how the OM applies to this MWR program is in the Scoring Section of this booklet.

REQUIRED OPERATIONAL CAPABILITIES (ROCs)

The Chief of Naval Operations (CNO) has provided guidance designed to better link installations to readiness. CNIC embarked on an initiative to identify, in consultation with the mission customers, the Required Operational Capabilities (ROC) by function, and then align that with the potential installation service performance levels (Common Output Level Standards or COLS). This enables regions and their installations to deliver the right services to help meet their mission.

Four required operational capabilities (ROC) have been identified for each of the major installation functions. The majority of the MWR sites are categorized as ROC 2 or ROC 3. The ROC descriptions for the MWR are:

- **ROC 1:** Deployed Forces, afloat and ashore units.

- **ROC 2:** OCONUS, Remote & Isolated Commands.

- **ROC 3:** CONUS Commands.

- **ROC 4:** Reserve Centers, Recruiters.

STANDARDS

A standard is a statement of desirable practice as set forth by experienced and recognized professionals. Many of the standards in this document are based directly on those published by DoD, Navy or an appropriate professional society - because they were developed in the same way - by experienced and recognized professionals. Other standards are professional interpretations written to fit Navy MWR, given its unique requirements. All the standards, then, are not regulatory and are written to direct and stimulate the program and the corporate policy body toward better and safer services, programs and innovations.

Every Navy command and MWR department is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of MWR experiences to the quality of life of Navy personnel, every agency has a responsibility to perform at the highest possible level. The appraisal of just how well an MWR program operates is indeed a difficult task. It is inadequate to evaluate on financial performance alone - program deliverables are vastly more important but more difficult to measure. For this

reason, the Navy has turned to the experience and wisdom of its MWR professionals. This experience and wisdom have been formalized into this set of standards, which may be used to evaluate one's program. The collective result of compliance with standards will be a high quality program that meets professional requirements and the unique needs of those served.

NOT APPLICABLE

It is possible you will find that some standards don't apply to your program. Circumstances may be such that the standard simply "doesn't fit." When that happens, you may mark the standard "N/A" and adjust the scoring accordingly. You should remember that applicability is the nature of most standards, however ... meaning that most standards **DO** apply. Just because you don't comply or it is very difficult for you to achieve, doesn't mean it doesn't apply. You should be able to justify your reasoning for any standard you mark "not applicable."

SOURCES

The standards published in this document drew on the following:

- Existing, official DoD and/or DON instructions/policy.

- Generally accepted industry and/or professional standards, recommendations, and/or guidelines.

- Best MWR and/or business practices.

- The experience of the project team members.

TRUTH IN ADVERTISING

Do not use the score sheet that follow to make your MWR program look any better or worse than it is. The purpose of this process is to justify optimum funding with regard to Navy readiness, retention and mission. That purpose can only be achieved by getting accurate assessments of all the programs measured through this process.

DEPLOYED FORCES SUPPORT PROGRAM DESCRIPTION

Deployed Forces Program Coordinators provide technical and administrative support to more than 1,000 shipboard recreation personnel worldwide. More than 300 students attend the Deployed Forces Support Management Course, which is delivered, by field course managers. Fitness, recreation and sports equipment are delivered to the Fleet via the Deployed Forces Program network. Assistance is provided in all aspects of program management and administration to include policy interpretation.

DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS
PERSONNEL

METRIC 1.1

Percent Compliance With Staffing Standards

PURPOSE   To measure the level of staffing in the Deployed Forces
Support Program as compared to standards for Deployed
Forces Support Programs at bases

METRIC   of comparable size.

REFERENCES/   •   BUPERSINST 1710.11C, Operation of Morale, Welfare
SOURCES   and Recreation (MWR) Programs.

NOTES   Effective and quality support to homeported and visiting
ships is a direct result of competent and sufficient numbers of
personnel assigned to the Deployed Forces Support Program.

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Standards

1.1.1   Deployed Forces Support programs will be staffed in accordance with the appropriate staffing standard shown below. Numbers in parentheses refer to total active duty afloat population.

> **A.   Jumbo Installation: (NAVSTA Norfolk) (74 Ships – 69,761)**
>
> 1 - Deployed Forces Support Program Manager (NAF 04 or GS12)
>
> 7 - Deployed Forces Support Coordinator (NAF 03 or GS 9)
>
> 1 - Warehouse Manager (NAF 03)
>
> 3 - Equipment Repair Technician (NAF 04)
>
> **B.   Jumbo Installation: (NAVSTA San Diego) (46 Ships – 43,821)**
>
> 1 - Deployed Forces Support Program Manager (NAF 04 or GS12)
>
> 5 - Deployed Forces Support Coordinator (NAF 03 or GS 9)
>
> 1 - Warehouse Manager (NAF 03)
>
> 2 - Equipment Repair Technician (NAF 04)
>
> **C.   Extra Large Installation: (14,001- 30,000)**
>
> 1- Deployed Forces Support Program / Regional Manager, Full Time (GS-11/12 or NAF equiv.).
>
> 1 - Deployed Forces Program Coordinator, Full Time (GS-9/11 or NAF equiv.) and 1 FTE per additional 10,000 over 10,000.
>
> 1- Warehouse Manager, .5 FTE (WG-5/6 or NAF equiv.).

D.   Large Installation: (7,001-14,000)

1 - Deployed Forces Support Program Manager, (NAF 04)

1 - Deployed Forces Support Coordinator, (NAF 03 or GS 9) - Fitness Background

1 - Equipment Repair Technician (NAF 04)

E.   Medium Installation: (3,001- 7,000)

1 - Deployed Forces Support Coordinator, (NAF 03 or GS 7)

1 - Recreation Aide .5 FTE (NAF 02)

F.   Small Installation: (1500- 3,000)

1 - Deployed Forces Support Coordinator, (NAF 03 or GS 7)

1 - Recreation Aide, .5 FTE (NAF 02)

G.   Extra Small Installation (under 1500) or Ports without home-ported ships and more than 50 ship visits per year:

1 – Recreation Specialist, support provided from existing staff as needed, (NAF 03 or GS 7)

.5 - FTE Equipment Repair Technician (NAF 04) (Personal Services Contract)

Score Sheet

Deployed Forces Support
Metric 1.1

Step 1   Finding the staffing standard applies to your size program.

A. Jumbo Installation: (NAVSTA Norfolk) (74 Ships – 69,761)	A	
Step 2 Circle the number in column (A) that applies to your program for each position in the standard. **Standards**	**Meet Standard**	**Filled Below Standard**
Deployed Forces Support Program Manager (NAF 04 or GS12)	1	0.5
Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5
Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5
Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5
Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5
Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5
Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5

Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5
Warehouse Manager, Full Time (WG-5/6 or NAF equiv.).	1	0.5
Equipment Repair Technician, Full Time (GS-7/9 or NAF equiv.).	1	0.5
Equipment Repair Technician, Full Time (GS-7/9 or NAF equiv.).	1	0.5
Equipment Repair Technician, Full Time (GS-7/9 or NAF equiv.).	1	0.5

Step 3   Add the numbers you circled and enter total.

Step 4   Compute your percent compliance:

A ÷ 11 x 100 = % Compliance

Your % Compliance

Step 5   Enter your percent compliance in the performance block for metric 1.1.

Step 6   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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A. Jumbo Installation: (NAVSTA San Diego) (46 Ships – 43,821)	A	
Step 2 Circle the number in column (A) that applies to your program for each position in the standard. **Standards**	Meet Standard	Filled Below Standard
Deployed Forces Support Program Manager (NAF 04 or GS12)	1	0.5
Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5
Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5
Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5
Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5
Deployed Forces Support Coordinator (NAF 03 or GS 9)	1	0.5
Warehouse Manager, Full Time (WG-5/6 or NAF 03)	1	0.5
Equipment Repair Technician, Full Time (GS-7/9 or NAF 04)	1	0.5
Equipment Repair Technician, Full Time (GS-7/9 or NAF 04)	1	0.5

Step 3   Add the numbers you circled and enter total.

Step 4   Compute your percent compliance:

A ÷ 9 x 100 = % Compliance

$$\boxed{}$$

Your % Compliance

Step 5   Enter your percent compliance in the performance block for metric 1.1.

Step 6   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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C. Extra Large Installation/Region: 14,001- 30,000	A	
Step 2 Circle the number in column (A) that applies to your program for each position in the standard. **Standards**	**Meet Standard**	**Filled Below Standard**
Deployed Forces Support Program Manager (GS-11/12 or NAF equiv.)	1	0.5
Deployed Forces Support Coordinator (GS-9/11 or NAF equiv.) and 1 FTE per additional 10,000 over 10,000.	1	0.5
Warehouse Manager, .5 FTE (WG-5/6 or NAF equiv.).	1	0.5

Step 3   Add the numbers you circled and enter total.

Step 4   Compute your percent compliance:

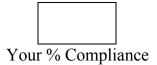$A \div 3 \times 100 = \%$ Compliance

Your % Compliance

Step 5   Enter your percent compliance in the performance block for metric 1.1.

Step 6   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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D. Large Installation: 7,001-14,000	A	
Step 2 Circle the number in column (A) that applies to your program for each position in the standard. **Standards**	**Meet Standard**	**Filled Below Standard**
Deployed Forces Support Program Manager, (NAF 04)	1	0.5
Deployed Forces Support Coordinator, (NAF 03 or GS 9) - Fitness Background	1	0.5
Equipment Repair Technician (NAF 04)	1	0.5

Step 3   Add the numbers you circled and enter total.

Step 4   Compute your percent compliance:

A ÷ 3 x 100 = % Compliance

Your % Compliance

Step 5   Enter your percent compliance in the performance block for metric 1.1.

Step 6   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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E. Medium Installation: 3,001- 7,000	A	
Step 2 Circle the number in column (A) that applies to your program for each position in the standard. **Standards**	**Meet Standard**	**Filled Below Standard**
Deployed Forces Support Coordinator, (NAF 03 or GS 7)	1	0.5
Recreation Aide .5 FTE (NAF 02)	1	0.5

Step 3   Add the numbers you circled and enter total.

Step 4   Compute your percent compliance:

A ÷ 2 x 100 = % Compliance

Your % Compliance

Step 5   Enter your percent compliance in the performance block for metric 1.1.

Step 6   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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F. Small Installation: 1500- 3,000	A	
Step 2 Circle the number in column (A) that applies to your program for each position in the standard. **Standards**	**Meet Standard**	**Filled Below Standard**
Deployed Forces Support Coordinator, (NAF 03 or GS 7)	1	0.5
Recreation Aide, .5 FTE (NAF 02)	1	0.5

Step 3   Add the numbers you circled and enter total.

Step 4   Compute your percent compliance:

A ÷ 2 x 100 = % Compliance

Your % Compliance

Step 5   Enter your percent compliance in the performance block for metric 1.1.

Step 6   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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G. Extra Small Installation (under 1500) or Ports without homeported ships and more than 50 ship visits per year:	**A**	
Step 2 Circle the number in column (A) that applies to your program for each position in the standard. **Standards**	**Meet Standard**	**Filled Below Standard**
Recreation Specialist, support provided from existing staff as needed, (NAF 03 or GS 7)	1	0.5
.5 - FTE Equipment Repair Technician (NAF 04) (Personal Services Contract)	1	0.5

Step 3   Add the numbers you circled and enter total.

Step 4   Compute your percent compliance:

A ÷ 2 x 100 = % Compliance

Your % Compliance

Step 5   Enter your percent compliance in the performance block for metric 1.1.

Step 6   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS
PERSONNEL

METRIC 1.2

Percent Compliance With Appropriate Qualification Standards

PURPOSE OF THIS METRIC

To measure the degree of compliance with prescribed qualification standards for all staff working in the Deployed Forces Support Program.

REFERENCES/ SOURCES

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs.

NOTES

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Standards

1.2.1   Deployed Forces Support Manager and Coordinator have a 4-year degree in Recreation or related subject.

1.2.2   The Deployed Forces Support Manager has at least three years of work experience in a military recreation setting.

1.2.3   The Deployed Forces Support Coordinator has at least 1 year of work experience in a military recreation setting.

1.2.4   All staff have a high school diploma or equivalent.

1.2.5   Warehouse Manager has a minimum of 1 year of warehouse experience.

1.2.6   Repair Technician has 1 year of mechanical maintenance and repair experience.

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Score Sheet
Deployed Forces Support
Metric 1.2

	A
Step 1 Circle the number in column A for each standard met. **Standards**	**Meet Standard**
1.2.1 Deployed Forces Support Program Manager and Coordinator have a 4-year degree in Recreation Administration or related subject.	1
1.2.2 The Deployed Forces Support Program Manager has at least three years of work experience in a military recreation setting.	1
1.2.3 The Deployed Forces Support Coordinator has at least 1 year of work experience in a military recreation setting.	1
1.2.4 All staff have a high school diploma or equivalent.	1
1.2.5 Warehouse Manager has a minimum of 1 year of warehouse experience.	1
1.2.6 Repair Technician has 1 year of mechanical maintenance and repair experience.	1

Step 2 Add the numbers you circled and enter total.

Step 3 Compute your percent compliance:

A ÷ 6 x 100 = % Compliance

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 1.2.

Step 5 Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

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DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS
PERSONNEL

METRIC 1.3

Percent Compliance With Receiving Required Training Standards

**PURPOSE
OF THIS
METRIC**

To measure the degree of compliance with prescribed training requirements for Deployed Forces Support Program staff.

**REFERENCES/
SOURCES**

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs.

NOTES

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Standards

1.3.1   Deployed Forces Support Program Manager has attended at least one convention, seminar or conference in the past 12 months (e.g. Athletic Business Conference, Deployed Forces Support Conference, National Recreation and Park Association Conference, etc.).

1.3.2   Deployed Forces Support Program Manager, employed more than 90 days, has completed the Deployed Forces Support Management Course.

1.3.3   Deployed Forces Support Program Manager, employed more than 18 months, has completed the course manager certification process for the Deployed Forces Support Management Course. (This standard only applies to Deployed Forces Support Managers at locations with homeported ships.)

1.3.4   Deployed Forces Support Program Manager, employed more than 3 months, has completed the Achieving Extraordinary Customer Relations Course.

1.3.5   Deployed Forces Support Program Manager, employed more than 12 months, has completed the MWR Managers' Course.

1.3.6   Deployed Forces Support Program Manager, employed more than 24 months, has completed

   1.3.6.1   Leadership Skills for Managers Course

   1.3.6.2   NAF Basic Contracting

   1.3.6.3   NAF Advanced Contracting.

1.3.7   Deployed Forces Program Coordinator has attended at least one convention, seminar or conference in the past 12 months (e.g. Athletic Business Conference, Deployed Forces Support Conference, National Recreation and Park Association Congress, etc., to gain knowledge on fleet recreation products and programs.)

1.3.8   Deployed Forces Program Coordinators employed more than 90 days have completed the Deployed Forces Support Management Course.

1.3.9   Deployed Forces Program Coordinators employed more than 18 months have completed the course manager certification process for the Deployed Forces Support Management Course. (This standard only applies to Deployed Forces Program Coordinators at locations with homeported ships.)

1.3.10   Deployed Forces Program Coordinators employed more than 3 months have completed the Achieving Extraordinary Customer Relations (AECR) Course.

1.3.11   Deployed Forces Program Coordinators employed more than 12 months have completed the MWR Managers' Course.

1.3.12   Deployed Forces Program Coordinators employed more than 18 months have completed the Leadership Skills for Managers (LSFM) Course.

1.3.13   All supervisors employed more than 18 months have completed:

   1.3.13.1   CFES course

   1.3.13.2   Standard of Conduct/Ethics training in the past 12 months

   1.3.13.3   EEO training in the past12 months

   1.3.13.4   Prevention of Sexual Harassment training in the past 12 months

   1.3.13.5   Computer Security training

   1.3.13.6   Anti-Terrorism Awareness training

1.3.14   All staff, employed more than 90 days, have completed base orientation/indoctrination.

1.3.15   All staff, employed for 90 days or more, have been trained/certified in CPR/First Aid and Fire Safety.

1.3.16   Maintenance Technicians employed more than 1 year have obtained certification in at least 3 vendor-managed fitness equipment maintenance and repair programs.
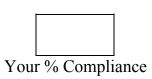
Score Sheet
Deployed Forces Support
Metric 1.3

	A
Step 1 Circle the number in column A for each standard met. **Standards**	**Meet Standard**
1.3.1 Deployed Forces Support Program Manager has attended at least one convention, seminar or conference in the past 12 months (e.g. Athletic Business Conference, Deployed Forces Support Conference, National Recreation and Park Association Conference, etc.).	1
1.3.2 Deployed Forces Support Program Manager, employed more than 90 days, has completed the Deployed Forces Support Management Course	1
1.3.3 Deployed Forces Support Program Manager, employed more than 18 months, has completed the course manager certification process for the Deployed Forces Support Management Course. (This standard only applies to Deployed Forces Support Managers at locations with homeported ships.)	1
1.3.4 Deployed Forces Support Program Manager, employed more than 3 months, has completed the Achieving Extraordinary Customer Relations Course.	1
1.3.5 Deployed Forces Support Program Manager, employed more than 12 months, has completed the MWR Managers' Course.	1
1.3.6 Deployed Forces Support Program Manager, employed more than 24 months, has completed	
1.3.6.1 Leadership Skills for Managers Course	1
1.3.6.2 NAF Basic Contracting	1
1.3.6.3 NAF Advanced Contracting.	1
1.3.7 Deployed Forces Program Coordinator has attended at least one convention, seminar or conference in the past 12 months (e.g. Athletic Business Conference, Deployed Forces Support Conference, National Recreation and Park Association Congress, etc., to gain knowledge on fleet recreation products and programs.)	1

1.3.8	Deployed Forces Program Coordinators employed more than 90 days have completed the Deployed Forces Support Management Course.	1
1.3.9	Deployed Forces Program Coordinators employed more than 18 months have completed the course manager certification process for the Deployed Forces Support Management Course. (This standard only applies to Deployed Forces Program Coordinators at locations with homeported ships.)	1
1.3.10	Deployed Forces Program Coordinators employed more than 3 months have completed the Achieving Extraordinary Customer Relations (AECR) Course.	1
1.3.11	Deployed Forces Program Coordinators employed more than 12 months have completed the MWR Managers' Course.	1
1.3.12	Deployed Forces Program Coordinators employed more than 18 months have completed the Leadership Skills for Managers (LSFM) Course.	1
1.3.13	All supervisors employed more than 18 months have completed:	
1.3.13.1	CFES course	1
1.3.13.2	Standard of Conduct/Ethics training in the past 12 months	1
1.3.13.3	EEO training in the past12 months	1
1.3.13.4	Prevention of Sexual Harassment training in the past 12 months	1
1.3.13.5	Computer Security training	1
1.3.13.6	Anti-Terrorism Awareness training	1
1.3.14	All staff, employed more than 90 days, have completed base orientation/indoctrination.	1
1.3.15	All staff, employed for 90 days or more, have been trained/certified in CPR/First Aid and Fire Safety.	1
1.3.16	Maintenance Technicians employed more than 1 year have obtained certification in at least 3 vendor-managed fitness equipment maintenance and repair programs.	1

Step 2   Add the circled numbers and enter total.

Step 3   Compute your percent compliance

Score $\div$ 23 x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 1.3.

Step 5   Find the corresponding score (0-10) and enter it in the score block for the metric.

DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS
FACILITIES

METRIC 2.1

Percent Compliance With Square Foot Standards

**PURPOSE
OF THIS
METRIC**

To measure the compliance with the square footage and other facility standards.

REFERENCES/

- Current requirements and practices applicable to Deployed Forces Support Programs Navy-wide.

- NAVFAC P-80.

- PERS-65 Training Administration requirements.

NOTES

An emerging and significant requirement for Deployed Forces Support Programs is the warehousing of recreation and other equipment and supplies in support of the afloat recreation and fitness mission. These demands have created a major requirement for warehouse space.

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Standards

2.1.1   Secure warehouse space/bldg. to receive, store, repair and issue recreation and fitness equipment. The total number of spaces and square footage may be in more than one location. The total amount must be 1 square feet per person served (full-crew complement).

> **Note:**   The standard for NAVSTA Norfolk is 2 square feet per person served.

2.1.2   Dedicated office space large enough to accommodate staff.

2.1.3   Training space available to support delivery of training requirements specified in metric 3.1.

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Score Sheet
Deployed Forces Support
Metric 2.1

		A
Step 1 Circle the number in column A for each standard met. **Standards**	**% Compliance**	**Score**
2.1.1 Secure warehouse space/bldg. to receive, store, repair and issue recreation and fitness equipment.	100 %	5
	90-99 %	4
	80-89 %	3
	70-79 %	2
	60-69 %	1
	<60%	0
2.1.2 Dedicated office space large enough to accommodate staff.		1
2.1.3 Training space available to support delivery of training requirements specified in metric 3.1.		1

Step 2 Add the circled numbers and enter total.

Step 3 Compute your percent compliance

Score ÷ 7 x 100 = % Compliance

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 2.1.

Step 5 Find the corresponding score (0-10) and enter it in the score block for the metric.

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DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS
FACILITIES

METRIC 2.2

Percent Compliance With Qualitative Facility Standards

PURPOSE OF THIS METRIC

To determine the degree to which Deployed Forces Support Programs comply with qualitative facility standards.

REFERENCES/ SOURCES

-
-

NOTES

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Standards

2.2.1   Office is conveniently located within a 10-minute walk of piers.

2.2.2   Deployed Forces Support Program office is easily identified and visible to customers.

2.2.3   Adequate and convenient parking is available for staff and customers.

2.2.4   Warehouse/storage facility has adequate lighting, ventilation and protection from environmental and weather conditions.

2.2.5   Warehouse/storage facility has loading dock and ramp to accommodate large tractor-trailers.

2.2.6   Climate controlled and dust free storage space is available to properly store and secure electronic equipment, e.g. LMRC equipment.

2.2.7   Warehouse spaces are in compliance with all local and higher level (NAVOSH) safety requirements, e.g. load ratings, access, space, etc.

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Score Sheet
DEPLOYED FORCES SUPPORT
Metric 2.2

	A
Step 1 Circle the number in column A for each standard met. **Standards**	**Meet Standard**
2.2.1 Office is conveniently located within a 10-minute walk of piers.	1
2.2.2 Deployed Forces Support Program office is easily identified and visible to customers.	1
2.2.3 Adequate and convenient parking is available for staff and customers.	1
2.2.4 Warehouse/storage facility has adequate lighting, ventilation and protection from environmental and weather conditions.	1
2.2.5 Warehouse/storage facility has loading dock and ramp to accommodate large tractor-trailers.	1
2.2.6 Climate controlled and dust free storage space is available to properly store and secure electronic equipment, e.g. LMRC equipment.	1
2.2.7 Warehouse spaces are in compliance with all local and higher level (NAVOSH) safety requirements, e.g. load ratings, access, space, etc.	1
Step 2 Add the circled numbers and enter total.	

Step 3   Compute your percent compliance

Score ÷ 7 x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 2.2.

Step 5   Find the corresponding score (0-10) and enter it in the score block for the metric.

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DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS
PROGRAMMING

METRIC 3.1

Percent Compliance With Programming Standards

**PURPOSE
OF THIS
METRIC**

To determine the degree to which Deployed Forces Support Programs comply with the programming standards.

**REFERENCES/
SOURCES**

• Deployed Forces Support Management Desk Reference.

• MWR Managers' Desk Reference, Vols 1-4.

• BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs.

• BUPERSINST 1710.16, Administration of Recreation Programs Afloat.

• Pers-65 Training Administration Guidelines.

NOTES

The programming the Deployed Forces Support staff is largely involved in is only occasionally of a recreational nature. They do not routinely provide planned activities and events for shore and afloat commands. Their primary purpose in recreational programming is as a liaison between the afloat and shore MWR programs.

The programming requirements as presented in these standards address the training, the consultative and audit/ inspection functions and other management assistance services provided by the Deployed Forces Support staff.

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Standards

3.1.1   Provides financial/budget assistance as requested.

3.1.2   Provides fitness area design and procurement assistance to help comply with Afloat Recreation Program standards.

3.1.3   Provides PMS guidelines for shipboard fitness equipment in accordance with manufacturers' recommendations.

3.1.4   Provides general recreation program planning and procurement assistance to help comply with Afloat Recreation Program standards.

3.1.5   Provides secure storage, custody and control of motion picture, recreation, fitness and LMRC equipment and supplies in support of afloat units.

3.1.6   Provides or arranges for delivery, installation or removal of motion picture, recreation, fitness and LMRC equipment.

3.1.7   Provides event and activity support for fleet units including but not limited to tours, transportation, special events and sports.

3.1.8   Regularly briefs commands, support groups and the local MWR about ship movements, recreation requirements, and opportunities both on and off base.

Training

3.1.9   Maintains an active roster of graduates and potential students of the Deployed Forces Support Management Course including Recreation Services Officer and Recreation Fund Custodian.

3.1.10   Presents the Deployed Forces Support Management Course to meet a minimum of 50% of the potential demand annually based on the following formula: Homeported ships x 2 x .5. (Example: 20 homeported ships times 2 = 40 potential trainees per year. 40 times 50% = 20. FRC should train at least 20 students per year.)

3.1.11   Maintains a library of references applicable to Deployed Forces Support.

3.1.12   Provide Audit Board workshops on a biannual basis.

3.1.13   Coordinate fitness equipment preventive maintenance workshops biannually.

Procurement Assistance and Property Management

3.1.14   Provides assistance in all aspects of procurement, property management and property disposition for both appropriated funds and nonappropriated funds. Maintains policy manuals and instructions pertaining to NAF and APF procurement, property management and disposition.

3.1.15   Maintains, and makes available to customers, up-to-date information on appropriate fitness and recreation related equipment.

3.1.16   Provides assistance with vehicle procurement, registration, maintenance, accident reporting and disposition.

3.1.17   Coordinates secure vehicle storage space for deployed units' MWR owned vehicles.

Score Sheet
DEPLOYED FORCES SUPPORT
Metric 3.1

	A
Step 1 Circle the number in column A for each standard met. **Standards**	**Meet Standard**
3.1.1 Provides financial/budget assistance as requested.	1
3.1.2 Provides fitness area design and procurement assistance to help comply with Afloat Recreation Program standards.	1
3.1.3 Provides PMS guidelines for shipboard fitness equipment in accordance with manufacturers' recommendations.	1
3.1.4 Provides general recreation program planning and procurement assistance to help comply with Afloat Recreation Program standards.	1
3.1.5 Provides secure storage, custody and control of motion picture, recreation, fitness and LMRC equipment and supplies in support of afloat units.	1
3.1.6 Provides or arranges for delivery, installation or removal of motion picture, recreation, fitness and LMRC equipment.	1
3.1.7 Provides event and activity support for fleet units including but not limited to tours, transportation, special events and sports.	1
3.1.8 Regularly briefs commands, support groups and the local MWR about ship movements, recreation requirements, and opportunities both on and off base.	1
Training	
3.1.9 Maintains an active roster of graduates and potential students of the Deployed Forces Support Management Course including Recreation Services Officer and Recreation Fund Custodian.	1
3.1.10 Presents the Deployed Forces Support Management Course to meet a minimum of 50% of the potential demand annually based on the following formula: Homeported ships x 2 x .5. (Example: 20 homeported ships times 2 = 40 potential trainees per year. 40 times 50% = 20. Deployed Forces Support Coordinator should train at least 20 students per year.)	1
3.1.11 Maintains a library of references applicable to Deployed Forces Support.	1
3.1.12 Provide Audit Board workshops on a biannual basis.	1
3.1.13 Coordinate fitness equipment preventive maintenance workshops biannually.	1

Procurement Assistance and Property Management	
3.1.14 Provides assistance in all aspects of procurement, property management and property disposition for both appropriated funds and nonappropriated funds. Maintains policy manuals and instructions pertaining to NAF and APF procurement, property management and disposition.	1
3.1.15 Maintains, and makes available to customers, up-to-date information on appropriate fitness and recreation related equipment.	1
3.1.16 Provides assistance with vehicle procurement, registration, maintenance, accident reporting and disposition.	1
3.1.17 Coordinates secure vehicle storage space for deployed units' MWR owned vehicles.	1

Step 2   Add the circled numbers and enter total.

Step 3   Compute your percent compliance

Score $\div$ 17 x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 3.1.

Step 5   Find the corresponding score (0-10) and enter it in the score block for the metric.

DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS
PROGRAMMING

METRIC 3.2

Percent Compliance With Outreach Requirements Standards

**PURPOSE
OF THIS
METRIC**

To determine the level of compliance with prescribed outreach standards for the Deployed Forces Support Program.

**REFERENCES/
SOURCES**

•

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NOTES

Communication outreach includes public relations and net-working with the afloat and shore command, and the MWR department and leadership for both afloat commands and the home or visiting port.

The purpose is to maintain knowledge of local shore based recreation opportunities and aid the afloat command in meeting their recreational requirements and interests. The visibility and attentiveness of the Deployed Forces Support staff in areas of recreation, program management, problem-solving, and other support functions significantly enhances the quality of life for all concerned.

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Standards

3.2.1   Visits homeported ships/subs at least quarterly for face-to-face contact with RSO/FC, CMC/COB and/or the CO/XO.

3.2.2   Attends Force/Fleet and local Master Chief meetings quarterly or as scheduled.

3.2.3   Attends shipboard and shore recreation committee meetings as requested.

3.2.4   Maintains contact with deployed ships' appropriate liaison at least every 2 weeks.

3.2.5   Ensures post-deployment assist visit is completed within 30 days of return to homeport.

3.2.6   Using an established guideline, develop a pre-deployment plan for each homeported ship to ensure MWR needs are met prior to next at-sea period. This cycle may vary depending on class of ship and local circumstances.

3.2.7   Notify fleet units of requirement to complete semi-annual audits and year-end financial reports, at least 30 days prior to due dates.

3.2.8   Conduct assist visit prior to CNPC Recreation Fund Inspections conducted by the Deployed Forces Support Program Managers.

3.2.9   Provide a regular administrative bulletin to fleet units via web page, e-mail or hard copy, which includes "Welcome" messages and updates on policies and requirements.

3.2.10   Boards and briefs visiting ships on recreational opportunities and requirements within 2 hours of ships' arrival.

3.2.11   Communicates with inbound visiting ships about recreational opportunities and requirements no less than 3 days prior to their arrival.

Score Sheet
DEPLOYED FORCES SUPPORT
Metric 3.2

	A
Step 1 Circle the number in column A for each standard met. **Standards**	**Meet Standard**
3.2.1 Visits homeported ships/subs at least quarterly for face-to-face contact with RSO/FC, CMC/COB and/or the CO/XO.	1
3.2.2 Attends Force /Fleet and local Master Chief meetings quarterly or as scheduled.	1
3.2.3 Attends shipboard and shore recreation committee meetings as requested.	1
3.2.4 Maintains contact with deployed ships' appropriate liaison at least every 2 weeks.	1
3.2.5 Ensures post-deployment assist visit is completed within 30 days of return to homeport.	1
3.2.6 Using an established guideline, develop a pre-deployment plan for each homeported ship to ensure MWR needs are met prior to next at-sea period. This cycle may vary depending on class of ship and local circumstances.	1
3.2.7 Notify fleet units of requirement to complete semi-annual audits and year-end financial reports, at least 30 days prior to due dates.	1
3.2.8 Conduct assist visit prior to CNPC Recreation Fund Inspections conducted by the Deployed Forces Support Program Managers.	1
3.2.9 Provide a regular administrative bulletin to fleet units via web page, e-mail or hard copy, which includes "Welcome" messages and updates on policies and requirements.	1
3.2.10 Boards and briefs visiting ships on recreational opportunities and requirements within 2 hours of ships' arrival.	1
3.2.11 Communicates with inbound ships about recreational opportunities and requirements no less than 3 days prior to their arrival.	1
Step 2 Add the circled numbers and enter total.	

Step 3   Compute your percent compliance

Score $\div$ 11 x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 3.2.

Step 5   Find the corresponding score (0-10) and enter it in the score block for the metric.

DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS
EQUIPMENT

METRIC 4.1

Percent Compliance With Correct Type of Equipment Standards

PURPOSE

METRIC

To determine the degree to which the Deployed Forces Support Program complies with the equipment standards.

**REFERENCES/
SOURCES**

•

•

NOTES

The Deployed Forces Support Program is not particularly equipment-laden, as are so many other MWR programs. However, the equipment required is essential to providing quality support for staff and customers.

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Standards

4.1.1   Office is equipped with an up-to-date computer system with the following capabilities: printing, word processing, spreadsheet application, database operation, desktop publishing, e-mail, internet access and auto cad.

4.1.2   Office has sufficient file and storage space to hold hard-copy editions of professional references, catalogs, records and forms.

4.1.3   Office is equipped with telephone, answering machine/voice mail, copy machine and facsimile.

4.1.4   LCD projection system available.

4.1.5   Cell phone.

4.1.6   Digital camera available.

4.1.7   Portable computer system (laptop) available enabling remote use of stand alone programs not compatible with local IT policies.

4.1.8   Dedicated vehicle with minimum carrying capacity of 2 tons and hydraulic lift gate (for Super Large and Extra Large installations). For all other size installations the availability for use meets the standard.

4.1.9   Forklift and pallet jack are available for moving heavy equipment.

4.1.10   Hardhat, safety glasses, hearing protection and other appropriate personal safety and protection equipment are available.

4.1.11   Basic maintenance and repair tools e.g. wrenches, screwdrivers, pliers, etc. are available.

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**Score Sheet
DEPLOYED FORCES SUPPORT
Metric 4.1**

	A
Step 1 Circle the number in column A for each standard met. **Standards**	**Meet Standard**
4.1.1 Office is equipped with an up-to-date computer system with the following capabilities: printing, word processing, spreadsheet application, database operation, desktop publishing, e-mail, internet access and auto cad.	1
4.1.2 Office has sufficient file and storage space to hold hard-copy editions of professional references, catalogs, records and forms.	1
4.1.3 Office is equipped with telephone, answering machine/voice mail, copy machine and facsimile.	1
4.1.4 LCD projection system available.	1
4.1.5 Cell phone.	1
4.1.6 Digital camera available.	1
4.1.7 Portable computer system (laptop) available enabling remote use of stand alone programs not compatible with local IT policies.	1
4.1.8 Dedicated vehicle with minimum carrying capacity of 2 tons and hydraulic lift gate (for Super Large and Extra Large installations). For all other size installations the availability for use meets the standard.	1
4.1.9 Forklift and pallet jack are available for moving heavy equipment.	1
4.1.10 Hardhat, safety glasses, hearing protection and other appropriate personal safety and protection equipment are available.	1
4.1.11 Basic maintenance and repair tools e.g. wrenches, screwdrivers, pliers, etc. are available.	1

Step 2   Add the circled numbers and enter total.

Step 3   Compute your percent compliance

Score ÷ 11 x 100 = % Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 4.1. The performance block for this metric is in the Program Standards Sub-Matrix.

Step 5   Find the corresponding score (0-10) and enter it in the score block for the metric.

DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS
ADMINISTRATION

METRIC 5.1

Percentage Compliance With Administrative Requirements

PURPOSE OF THIS METRIC	To measure the degree of compliance with administrative requirements for the Deployed Forces Support Program.

REFERENCES/ SOURCES	• BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs.
	• MWR Managers' Desk Reference, Vols 1-4.

NOTES

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Standards

5.1.1   Deployed Forces Support Coordinator has access to SIPRNET or other secure network for communication with deployed units.

5.1.2   Deployed Forces Support Coordinator has the means or access to the means to send and receive Navy messages, letters, and other written correspondence.

5.1.3   Deployed Forces Support Coordinator have appropriate security clearances as required.

5.1.4   Position Descriptions are accurate, current and copies maintained in the Deployed Forces Support Coordinator program office.

5.1.5   All persons required to operate vehicles or forklifts possess valid driver's license and operator's certificate.

5.1.6   Deployed Forces Support Coordinator staff dresses in a professional manner commensurate with the task at hand. Components of the uniform include staff shirt and nametag.

5.1.7   The Deployed Forces Support program maintains a customer comment card program. Maximum comment response time is 48 hours.

5.1.8 Deployed Forces Support Coordinator has a structured program in place to collect customer feedback and satisfaction measurements annually. Survey method includes at least one of the following:

• One-on-one interviews.

• Questionnaire (computer assisted or hard copy).

• Focus Groups.

5.1.9 Maintenance and inspection records for vehicles, forklift and pallet jack are current and on file.

5.1.10 Deployed Forces Support Coordinator maintains documentation of determination to repair or dispose of recreation and fitness equipment. This decision will be made with consideration to useful life expectancy, cost to repair and replacement price of the equipment.

5.1.11 Deployed Forces Support Coordinator maintains Forms DD1149 for each piece of equipment. The records will contain sufficient information, including serial numbers when applicable, to track each piece of property.

Score Sheet
DEPLOYED FORCES SUPPORT
Metric 5.1

	A
Step 1 Circle the number in column A for each standard met. **Standards**	**Meet Standard**
5.1.1 Deployed Forces Support Coordinator has access to SIPRNET or other secure network for communication with deployed units.	1
5.1.2 Deployed Forces Support Coordinator has the means or access to the means to send and receive Navy messages, letters, and other written correspondence.	1
5.1.3 Deployed Forces Support Coordinators have appropriate security clearances as required.	1
5.1.4 Position Descriptions are accurate, current and copies maintained in the Deployed Forces Support Coordinator program office.	1
5.1.5 All persons required to operate vehicles or forklifts possess valid driver's license and operators certificate.	1
5.1.6 Deployed Forces Support Coordinator staff dresses in a professional manner commensurate with the task at hand. Components of the uniform include staff shirt and nametag.	1
5.1.7 The Deployed Forces Support program maintains a customer comment card program. Maximum comment response time is 48 hours.	1
5.1.8 Deployed Forces Support Coordinator has a structured program in place to collect customer feedback and satisfaction measurements annually.	1
5.1.9 Maintenance and inspection records for vehicles, forklift and pallet jack are current and on file.	1
5.1.10 Deployed Forces Support Coordinator maintains documentation of determination to repair or dispose of recreation and fitness equipment. This decision will be made with consideration to useful life expectancy, cost to repair and replacement price of the equipment.	1
5.1.11 Deployed Forces Support Coordinator maintains Forms DD1149 for each piece of equipment. The records will contain sufficient information, including serial numbers when applicable, to track each piece of property.	1

Step 2   Add the circled numbers and enter total

Step 3   Compute your percent compliance:

$A \div 11 \times 100 = \%$ Compliance

Your % Compliance

Step 4   Enter your percent compliance in the performance block for metric 5.1.

Step 5   Find the corresponding "score" (0-10) and enter it in the "score" block for this metric.

DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS
SECTION II

CUSTOMER SATISFACTION

Survey Instructions

**PURPOSE
OF THIS
SECTION**

To describe how to calculate your Customer Satisfaction score.

BACKGROUND

In addition to assessing the five standards, you need to determine how satisfied your customers are with your programs and services. The following will provide you information on how to derive a customer satisfaction score for your program.

INSTRUMENT

The survey instrument (see page II - 7) that will be used in this process was developed by a group of researchers and it has been used extensively by the Parks and Recreation profes-sion for over ten years. Further, this instrument has proven to be a reliable and valid measure of service quality. It measures service quality, which represents past transactions or exper-iences with services, events or activities. Delivering quality service means meeting customer expectations on a consistent basis.

PROCEDURES

To calculate your customer satisfaction score follow the steps mentioned below. This process is very similar to Duty 1.0 - Assess Needs in the MWR Managers Desk Reference. For further information, please refer to the checklist provided in Task 1.1 of the MWR Manager Desk Reference. A checklist is also provided for your use on page II - 5.

**PROCEDURES
(cont.)**

Step 1. Determine method of collecting data. Data can be collected using pen and paper surveys, or through the use of some data collection software. You determine the most efficient way to collect your data. We will assume you will be using a traditional pen and paper method.

Step 2. Download survey instrument from website and customize for your use by inserting your program name.

Step 3. Determine the number of surveys to be collected. Only those users of your programs and services should participate in this process. Some of your users may complete more than one program survey if they are participating in a variety of MWR activities. Try to collect data from a representative cross-section of users to include active duty, spouses, dependents, civilians and retirees.

The following should be used as a guide to determine how many surveys should be completed.

AVERAGE NUMBER OF PARTICIPANTS PER MONTH	YOU NEED TO GATHER DATA FROM AT LEAST:
Below 200	All participants
200-299	160 participants
300-399	190 participants
400-499	212 participants
500-599	230 participants
600-699	245 participants
700-799	256 participants
800-899	267 participants
900-999	275 participants
1000 or more	300 participants

Step 4. Copy the appropriate number of surveys preferably on card stock so that customers can complete easily.

**PROCEDURES
(cont.)**

Step 5. Randomly select dates and times for data collection. In order to collect data from a representative sample of your users, you should collect data on a variety of days and times, over a month period of time. Make sure you include some mornings, afternoons, evenings, weekdays, weekends, etc., to make sure your sample is representative of the total user group.

Step 6. Administer survey.

ANALYSIS

Step 7. Analyze data. Once all surveys have been collected, the following steps will enable you to derive a single customer satisfaction score.

a. Compute a mean (average) for each of the 25 items by totaling all scores for that item and dividing by the number of scores. For example, you have 10 folks complete the survey, and nine respond to question #1. You total the nine responses and divide by 9.

b. Next, you need to compute a grand mean. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.

c. Last you multiply grand mean by 2, to derive your final customer satisfaction score. This is the number that is entered into the score sheet.

If the responses are marked "not applicable" or are missing, do not compute them into your mean score. For example 25 surveys are collected, and for item #5 only 20 responses are valid. That is to say five respondents either circled not applicable or did not circle any response. You would add the 20 scores and divide by 20.

FURTHER ANALYSIS

The survey instrument measures four domains of service quality. The domains are represented by a group of items as follows:

DOMAIN	ITEMS
Tangibles (physical facilities, equip., and appearance).	#1, 10, 14, 16, & 20
Reliability (ability to perform the promised service accurately and dependably).	#2, 3, 4, 5, 6, 8, & 9
Responsiveness (willingness of the staff to help customers and provide prompt customer service).	# 7, 12, 21, 22, 23, & 24
Assurance (courteous and knowledgeable employees who convey confidence and trust).	#11, 13, 15, 17, 18, 19, & 25

Should you wish to compute mean scores for each domain, add the appropriate mean scores for each domain, and divide that total by the number of items in that domain. For example, if you were interested in how your program scored on the reliability domain, you would add the mean scores from items #2, 3, 4, 5, 6, 8, & 9 and divide by 7.

Customer Satisfaction Survey Checklist
(Assumes pen and paper method is chosen to collect data)

STEPS FOR SURVEY IMPLEMENTATION	DATE COMPLETED	BY WHOM
1. Download survey from website.		
2. Customize survey for your use - insert your program name.		
3. Determine number of surveys to collect using table provided.		
4. Copy appropriate numbers of survey - preferably on card stock so that customers can complete easier.		
5. Randomly select dates and times for data collection - distributed over one month period.		
6. Collect data - offering some incentive for survey completion.		
7. Complete data analysis.		
a. Compute mean for each of the 25 items by totaling all scores for that item and dividing by the number of scores.		
b. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.		
c. Last you multiply grand mean by 2, to derive your final customer satisfaction score.		
8. If desired, complete further analysis.		
9. Enter Customer Satisfaction score in Score sheet.		

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CUSTOMER SATISFACTION SURVEY

MWR is very interested in how satisfied you are with the _____ program. Below are statements that may reflect your satisfaction with this program. Please indicate your level of satisfaction by circling your response to each item. Circle "0" in the "Not applicable" column for items you believe do not apply to this program. Thanks for your feedback!

ITEM	NOT APPLICABLE	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	STRONGLY AGREE
1. Equipment provided is up-to-date.	0	1	2	3	4	5
2. Programs start on time.	0	1	2	3	4	5
3. Staff is willing to go an extra step.	0	1	2	3	4	5
4. Programs are offered at convenient times.	0	1	2	3	4	5
5. Staff is dependable.	0	1	2	3	4	5
6. Staff has enthusiasm.	0	1	2	3	4	5
7. Staff gives individual attention to you.	0	1	2	3	4	5
8. Staff responds to requests quickly.	0	1	2	3	4	5
9. Information provided is accurate.	0	1	2	3	4	5
10. Facility is aesthetically attractive.	0	1	2	3	4	5
11. Staff is well dressed and appears neat.	0	1	2	3	4	5
12. Staff understands your needs.	0	1	2	3	4	5
13. Staff is competent.	0	1	2	3	4	5
14. Staff acts on participants' suggestions.	0	1	2	3	4	5
15. Staff makes you feel as though you belong.	0	1	2	3	4	5
16. Facility is comfortable.	0	1	2	3	4	5
17. Staff is friendly.	0	1	2	3	4	5
18. What is promised is delivered.	0	1	2	3	4	5
19. Staff is knowledgeable.	0	1	2	3	4	5
20. The organization is concerned with quality control.	0	1	2	3	4	5
21. Program/facility is at a convenient location.	0	1	2	3	4	5
22. Other participants are not bothersome.	0	1	2	3	4	5
23. Problems are quickly solved.	0	1	2	3	4	5
24. Staff takes time with the participants.	0	1	2	3	4	5
25. Staff performs duties consistently well.	0	1	2	3	4	5

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DEPLOYED FORCES SUPPORT PROGRAM
STANDARDS AND METRICS
SECTION III

SCORING

PURPOSE OF THIS SECTION

To describe how to calculate a score for this program using a pre-programmed scoring template (Excel spreadsheet) called the Objective Matrix (OM).

BACKGROUND

Periodically Navy leadership will conduct a scoring of all MWR programs (called the Program Data Call or PDC), with scores and costs for all programs collected and aggregated. This process is web-based, with scores automatically calculated and recorded in a database on a website provided for that purpose. It isn't necessary to wait for the Navy-wide call to calculate the score for your program, however. Another method is available that you can use at any time to see how your program compares to the standards and determine your Common Output Level (COL) score.

NOT APPLICABLE "N/A"

It is possible you will find that some standards don't apply to your program. Circumstances may be such that the standard simply "doesn't fit." When that happens, you may mark the standard "N/A" and adjust the scoring accordingly. You should remember that applicability is the nature of most standards, however ... meaning that most standards **DO** apply. Just because you don't comply or it is very difficult for you to achieve, doesn't mean it doesn't apply. You should be able to justify your reasoning for any standard you mark "not applicable."

PROCEDURES   To calculate a COL score for your program, follow these steps:

Step 1. Complete the scoring process in this booklet, recording the percent compliance for each metric on the worksheets provided.

Step 2. If you don't already have the Excel worksheet (OM) with the pre-programmed scoring template, you may download it from the Navy MWR website. Go to **http://www.mwr.navy.mil/mwrprgms/programstand.htm** and download the scoring matrix for your program.

Note:	If you are challenged about "macros" when opening the spreadsheet, select "Enable Macros."
	This spreadsheet contains pre-programmed formulas and multipliers that you should not change or your score will not calculate correctly. You should enter numbers in the cells that are <u>light green</u> in color only.

PROCEDURES (cont.)

Step 3. Find the Personnel Sub-Matrix in the spreadsheet. Enter the percent score you calculated on the worksheet for metric 1.1 into the "performance block" as shown in the example below.

Personnel Sub-Matrix				
1.1 Percent Staffing Level	1.2 Qualifications	1.3 Receiving Training		
90			Performance	
100	100	100	10	COL 1
95	95	95	9	
90	90	90	8	COL 2
85	85	85	7	
80	80	80	6	COL 3
75	75	75	5	
70	70	70	4	
65	65	65	3	
60	60	60	2	
55	55	55	1	
50	50	50	0	
			Score	
50	25	25	Weight	Index
0	0	0	Value	0

Enter your percent score for this metric on the performance line.

PROCEDURES (cont.)

Step 4. Find your score for this metric by reading straight down the column to find the closest number that does not exceed your percentage score, then read to the right and find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column for metric 1.1.

	1.1 Percent Staffing Level	1.2 Percent With Appropriate Qualifications	1.3 Percent Receiving Required Training			
Personnel Sub-Matrix						
	90			Performance		
	100	100	100	10	COL 1	
	95	95	95	9		
	90	90	90	8	COL 2	
	85	85	85	7		
	80	80	80	6	COL 3	
	75	75	75	5		
	70	70	70	4		
	65	65	65	3		
	60	60	60	2		
	55	55	55	1		
	50	50	50	0		
	8			Score		
	50	25	25	Weight	Index	
	400	0	0	Value	400	

The score will automatically be multiplied by the weight pre-assigned to this metric, and a score will appear in the **Value** block. A partial score for all 3 personnel metrics will also appear in the **Index** block.

PROCEDURES (cont.)

Step 5. Repeat steps 3 and 4 for all remaining metrics (the rest of Personnel and for all metrics in Facility, Program, Equipment and Administration), entering the scores in the appropriate sub-matrices.

NOTE:	For all programs except Auto Skills, the score for Administration should be entered in the Program Standards Sub-Matrix. For Auto Skills, complete the sub-matrix for Administration.

When you have finished entering all the scores in the Personnel, Facility, Program, Equipment and Administration sub-matrices, the Program Standards Sub-Matrix will look something like the example below. All the **Index** block scores from each sub-matrix should now appear on the **Performance** line of the Program Standards Sub-Matrix.

Program Standards Sub-Matrix

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administration		
750	660	895	845	95	Performance	
1000	1000	1000	1000	100	**10**	COL 1
900	900	900	900	90	**9**	
800	800	800	800	80	**8**	
700	700	700	700	70	**7**	COL 2
600	600	600	600	60	**6**	
500	500	500	500	50	**5**	COL 3
400	400	400	400	40	**4**	
300	300	300	300	30	**3**	
200	200	200	200	20	**2**	
100	100	100	100	10	**1**	
0	0	0	0	0	**0**	
					Score	
30	20	30	15	5	**Weight**	**Index**
0	0	0	0	0	**Value**	**0**

**PROCEDURES
(cont.)**

Step 6. Enter the scores from the 0-10 scale for all five areas in the **Score** blocks just as you did in the other sub-matrices. Read straight down the column to find the closest number that does not exceed your percentage score, then read to the right and find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column.

Don't forget to enter the score for Administration in this sub-matrix if there is no other sub-matrix for it.

Program Standards Sub-Matrix

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administration			
750	660	895	845	95	Performance		
1000	1000	1000	1000	100	**10**		COL 1
900	900	900	900	90	9		
800	800	800	800	80	8		
700	700	700	700	70	7		COL 2
600	600	600	600	60	6		
500	500	500	500	50	5		COL 3
400	400	400	400	40	4		
300	300	300	300	30	3		
200	200	200	200	20	2		
100	100	100	100	10	1		
0	0	0	0	0	**0**		
7	6	8	8	9	Score		
30	20	30	15	5	Weight	Index	
210	120	240	120	45	Value	735	

PROCEDURES (cont.)

Step 7. Find the Service Level Matrix and complete the scoring for the program standards by entering the appropriate number from the 0-10 scale in the **Score** block. (The total score for Program Standards should have automatically appeared in the **Performance** block.)

Service Level Matrix	Customer Satisfaction	Program Standards				
		735	Performance			
	10	1000	**10**		COL 1	
(Standard	9	900	**9**			
	8	800	**8**			
	7	700	**7**		COL 2	
	6	600	**6**			
	5	500	**5**		COL 3	
	4	400	**4**			
	3	300	**3**			
	2	200	**2**			
	1	100	**1**			
	0	0	**0**			
		7	Score			
	40	60	Weight	Score		
	0	420	Value	420		

**PROCEDURES
(cont.)**

Step 8. Complete all scoring by entering the score from your Customer Satisfaction Survey. Ensure you have followed all the steps in Section II of this booklet to arrive at a Customer Satisfaction Score. Put the number on the **Performance** line and on the **Score** line.

Service Level Matrix

	Customer Satisfaction	Program Standards		
	8.2	735	**Performance**	
	10	1000	**10**	
(Standard	9	900	**9**	**S/L**
	8	800	**8**	
	7	700	**7**	**S/L**
	6	600	**6**	
	5	500	**5**	**S/L**
	4	400	**4**	
	3	300	**3**	
	2	200	**2**	
	1	100	**1**	
	0	0	**0**	
	8	7	**Score**	
	40	60	**Weight**	**Score**
	320	420	**Value**	**740**

In this example, the final score was 740, which is a COL 2 on the 0-1000 point scale.

Previous Navy-wide scoring has resulted in a final score on the 0-10 scale vice a thousand-point scale. The score in this example is a 7.40 on the 10-point scale - just move the decimal point two places to the left.